

III. LIST OF PROJECTS

List all development and public improvement/infrastructure projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 3 in Section IV).

- Indicate how each project meets the programmatic goals of your institution discussed in Section II.
See description in table.
- Indicate how each project fits into the physical plans for the immediate campus area.
See Section II Future Plans Narrative, Planning Context
- Indicate identified future development sites on your campus (coordinate with Map 4 in Section IV).
See Section II Future Plans Narrative, Projects in Planning

III. LIST OF PROJECTS

Project List	
Completed Within the Past Year	Programmatic Goal
Palfrey House Relocation	Renovated for academic offices
Oxford Street Upgrade	Infrastructure Improvements
Divinity Avenue Utility Upgrade	Utility upgrade to provide new service to Biological Research Infrastructure Building
Gund Hall Basement	Improve academic facilities
Malkin Athletic Center Renovations	Renovation and redesign of interior spaces to add equipment and improve usability
Currently in Construction	
North Campus Underground Parking Garage	Relocation of surface parking to underground garage
Biological Research Infrastructure Building ("BRI")	Interdisciplinary research and teaching in the sciences
Center for Government & International Studies ("CGIS") and 96 Prescott Street	Two new buildings to house the Center for Government & International Studies
Schlesinger Library Renovation	Improve library facility
Laboratory for Integrated Science and Engineering ("LISE")	Interdisciplinary research and teaching in the sciences
90 Mount Auburn Street	Administrative offices for Harvard Libraries with first floor retail
Will Require City Permits or Approvals Within Three Years	
Northwest Science Building	To build a flexible science building
Law School Feasibility Study buildings	Replace inadequate and cramped existing academic facilities, especially student activities space; relocate parking underground
Grant/Cowperthwaite Housing	Fulfill University's goal to house 50% of graduate students
870-888 Memorial Drive	Fulfill University's goal to house 50% of graduate students
Switch House Affordable Housing	Provide community affordable housing
Blackstone Station Renovations	Allow consolidation of University Operations Services
Hasty Pudding	Restoration of façade, demolition and reconstruction of theater, and support space
Quadrangle Athletic Center ("QRAC")	Relocate dance program to QRAC from Radcliffe Yard
22-24 Prescott Street	Address deferred maintenance
20-20A Prescott Street	Address deferred maintenance
Rockefeller Hall	Improve accessibility and update systems
Radcliffe Gymnasium	Increase building's usefulness and improve safety and accessibility

IV. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined as appropriate):

1. Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.).

Map 4.1 shows Cambridge property owned by Harvard and Cambridge property leased by Harvard for institutional use.

2. Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.

Map 4.2 shows Harvard-owned property leased to third parties.

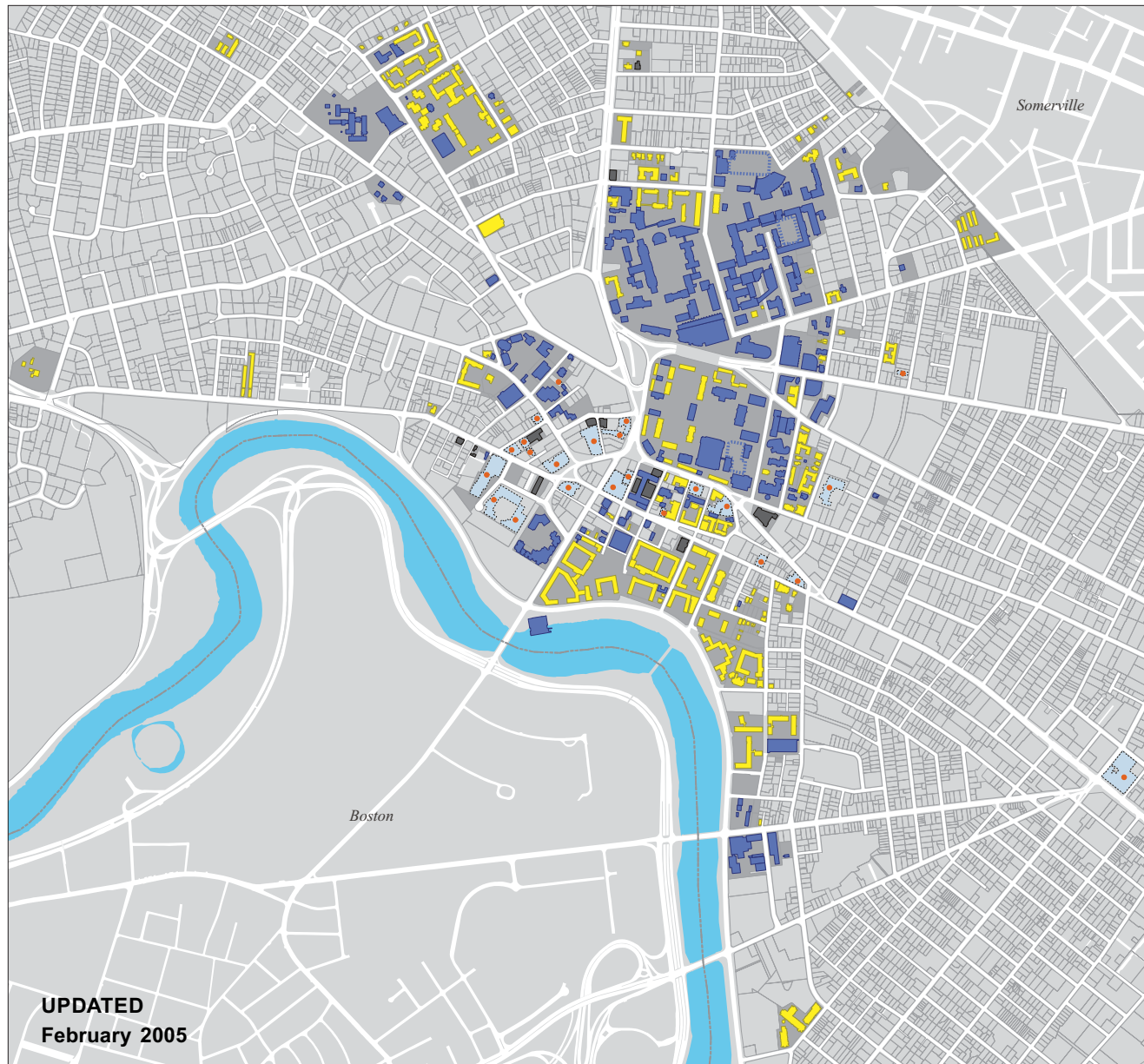
3. Map of development projects completed within the past year, now underway, proposed or planned within the next three years.

Map 4.3 shows the location of Harvard's development projects.

4. Map the sub-areas/precincts of your campus, indicating the location of future development areas and projects. If appropriate, include detailed maps of sub-areas/precincts where significant changes are anticipated to occur over the next five years.

Future development projects are shown on page 23.

MAP 4.1 Real Estate Owned and Leased by Harvard for University Use



Legend:

Buildings by Ownership Status and Primary Use ⁽¹⁾

- Harvard Owned - Institutional ⁽²⁾
- Harvard Owned - Residential
- Harvard Owned - Other ⁽³⁾
- Leased ⁽⁴⁾ - Institutional ⁽⁵⁾

Land Parcels

- Harvard Owned
- Non-Harvard Owned

Notes:

- (1) Primary use reflects predominant building use.
- (2) The Rowland Institute located at 100 Edwin Land Blvd is located outside the map coverage area.
- (3) See Map 2, Next page.
- (4) Buildings may be leased by Harvard in whole, or in part.
- (5) All buildings leased from a third party are used for institutional purposes, except 77 Trowbridge Street and 65 Mount Auburn Street which are residential.

The following buildings leased by Harvard for Institutional Use are located outside the map coverage area:

155 Fawcett Street
One Kendall Square
320 Charles Street

MAP 4.2 Real Estate Leased to a Third Party in Cambridge



V. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2003 Annual Report, you may so indicate in the appropriate space below.

- A. Results of surveys of commuting mode choice for faculty and/or staff and/or students.
- B. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students.
- C. Have there been any changes in your TDM plan or strategy since submitting your 2003 Town Gown-report? If so, please describe briefly. (Your PTDM plan is on file at CDD.)

Harvard's Parking Transportation Demand Management ("PTDM") Plan submitted in 2003 provided the City of Cambridge with a baseline assessment of Harvard's current parking supply and how it is managing its vehicle trips through the TDM measures and strategies offered by the *CommuterChoice* Program. The PTDM Plan provides a menu of transportation services and cost-effective financial incentives. It describes Harvard's additional plans for making a reasonable effort to reduce its single occupancy vehicle ("SOV") rate from an already low of 27.4 percent to 24.7 percent or 10 percent. The Plan also identifies a variety of TDM measures Harvard will work toward implementing. These measures include:

- Upgrading substandard bicycle racks over time
- Incorporating new bike racks, showers, and lockers into major new development and significant renovation projects
- Implementing a pre-tax payroll deduction for monthly MBTA passes
- Indicating how many carpoolers are currently in the *CommuterChoice* Program and the locations of their parking spaces

- Implementing a creative carpool parking signage program that includes:
 - ~ Strategically placing sample signage for new carpool parking spaces in high volume and high demand parking spaces in highly visible areas;
 - ~ Signing parking spaces currently used by carpoolers and vanpoolers.
- Providing improved amenities, such as shelters and benches at bus stops bordering Harvard's Cambridge properties

Harvard University's *CommuterChoice* Program is committed to tracking and monitoring the various TDM programs it provides and is committed to improving its programs based on survey data and other program feedback. The surveys indicate that there has been little change in and among the various modes of travel to campus, and Harvard's SOV rate is relatively constant. For the results of surveys of commuting mode choice for faculty, staff, and students and for information on the point of origin of commuter trips to Cambridge, please refer to the University's annual PTDM monitoring report.

V. TRANSPORTATION DEMAND MANAGEMENT

To reduce the SOV further, Harvard has incorporated various new TDM measures into the existing Harvard sponsored commuter programs. The following is a list of current *CommuterChoice* Program offerings:

- Information on local transit options
- MBTA monthly pass subsidy and pre-tax savings
- Information on safe bicycle routes and general bicycle safety
- Carpool partner matching and carpool registration
- Discounted and preferential parking for carpools and vanpools
- Assistance with vanpool formation
- Discounted Zipcar™ membership information
- Emergency Ride Home Program for carpool participants
- Park and Ride information
- Assistance with transportation information as it relates to moving to the area or relocation
- Monthly Commuter Tips

Additional information on these program offerings is available on line at www.comuterchoice.harvard.edu.

Harvard University is the largest employer in the City of Cambridge, and it is a complex decentralized educational institution that is naturally geared toward flexible work and academic schedules. Therefore, it is a less intensive traffic generator than other traditional businesses. For example, fully one-third of Harvard's Cambridge-based employees are non-peak hour commuters. Non-peak commuters reduce traffic congestion by naturally spreading out all traffic impacts, including transit, vehicular, and pedestrian. In addition, the University announced a goal of reducing the number of commuting students by increasing the percentage of graduate students housed in on-campus facilities. Harvard currently houses slightly more than one-third of its graduate students but aspires to house one-half of its graduate students within ten years. The University believes this will further reduce transportation impacts. The programs and measures put forward in Harvard's PTDM Plan are extensive and when included with the University's promotion of a greener campus through the Harvard Green Campus Initiative clearly demonstrate that the University is acting responsibly to maintain and improve the quality of life within the City of Cambridge.

A copy of Harvard University's PTDM Plan is available by contacting Catherine Preston, City of Cambridge PTDM Planning Officer, at 617-349-4673 or cpreston@cambridgema.gov.

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

HARVARD UNIVERSITY

1. Provide an update on planning and construction activities in the North Yard and Law School areas.

See Section II Future Plans Narrative: Projects in Planning – Northwest Science Building, Law School Feasibility Study Projects.

2. Provide an update on plans for the three special district areas created through the Riverside Zoning, including plans for institutional housing at 888 Memorial Drive and Banks Street and plans for the power plant and switch house on Blackstone Street.

As part of a larger rezoning process in the Riverside neighborhood, the Cambridge City Council unanimously adopted new zoning for three Harvard University-owned properties: the Grant/Cowperthwaite Street area, 870-888 Memorial Drive, and Blackstone Station. The incentive zoning is coupled with an agreement in which Harvard commits to providing community benefits when it develops University housing at these sites. Some of the specific community benefits associated with these projects include the public open space at Memorial Drive and the provision of community affordable housing. Since January 2003 Harvard has been working with the Riverside Oversight Committee, a body established by the City Council to ensure that the Riverside agreement is properly implemented. Harvard University has recently secured the Planning Board special permits, consistent with the incentive zoning provisions and the agreement for residential developments at the first two of these sites.

For more details about the affordable housing at the Switch House and plans for the Blackstone Station, please see Section II Future Plans Narrative: Projects in Planning.

3. Provide an update on planned construction and changes in program for property at the Radcliffe Quadrangle and at the Observatory.

Hilles Library Re-Use: Recognizing the continuing decline in the usage of Hilles Library, whose holdings essentially duplicate those of Lamont, Harvard Libraries decided to convert Hilles from a full-service undergraduate library to a single-floor “Quad” library. The converted Hilles will offer extensive computer connectivity (wired and wireless), access to course reserves, excellent study spaces, and a modified collection of books and journals. The remaining space will be used for student activities, though the specifics are currently under study.

Quadrangle Housing: As the University progresses in planning for Harvard’s future in Allston, a large number of academic and other programmatic options are being considered. One option the University is exploring includes the construction of undergraduate housing in Allston and the conversion of the Quadrangle to graduate student housing. In the coming year, this and many other ideas and perspectives will be cooperatively discussed with our Cambridge and Allston neighbors, key University groups, and city and state officials before a physical framework to guide future plans is developed.

Observatory: The Faculty of Arts and Sciences is considering options to relieve crowded conditions at the Observatory.

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

HARVARD UNIVERSITY (continued)

4. Provide an update on any anticipated change in the quantity of space leased to commercial tenants (retail and office), with particular attention paid to any ground floor retail activity currently accessible to the public.

In the next year, Harvard will be completing 90 Mt. Auburn Street which plans to have a retail tenant on the ground floor occupying approximately 1,000 SF. With regard to Harvard's other retail properties in Harvard Square, Harvard endeavors to maintain full occupancy and will, when vacancies, occur strive to tenant these properties with uses that are compatible with and supportive of the vibrant Harvard Square retail environment. In general, the University has a policy of not leasing to national retail chains.

5. Provide an update on planned construction and changes in program for property in the block between Prescott and Ware Streets.

No changes in program are anticipated in any buildings on this block. Harvard Real Estate Services ("HRES") is planning to undertake capital improvements to several of its existing affiliated housing facilities located on this block. In the near term, at 22-24 Prescott Street, HRES is planning to undertake reconstruction of the stucco facades as well as masonry re-pointing, roof replacement, and interior improvements. HRES will simultaneously be replacing the roof at 20-20A Prescott Street. Within the next five to ten years, HRES is planning for masonry re-pointing and overall envelope repairs at 9-13 Ware Street and 472-474 Broadway.

6. Provide an update of the plans for Allston as they affect the Cambridge campus.

See Section II Future Plans Narrative: Planning Opportunities.